

Morgan Stanley

2025 France Equality Index

Disclosure & Action Plan

2025 France Equality Index Action Plan

This year's Equality Index results underscore our continued focus on the attraction, retention and advancement of women in the region.

Our score reflects a drop from 2024, driven largely by gender representation split of comparable positions/ages. To address this, we continue to execute the following 5-point action plan, which has driven year-over-year progress in representation, hiring, and promotion outcomes.

Senior Leadership Commitment | Conduct a quarterly review of gender representation, hiring, and promotion metrics, as well as comprehensive, multi-year promotion and succession planning with senior leadership;

Focus on Recruitment | Focus on a robust experienced hiring strategy to drive strong outcomes across both our early-career and experienced-hire pipelines;

Robust Talent Management | Ensure a robust offering of talent development programmes, including executive coaching, career planning and leadership progression pathways, as well as tailored support for employees returning from parental leave and those considering career mobility opportunities, complemented by networking opportunities with global senior leaders;

Focus on Benefits | Offer a modern and competitive portfolio of family-friendly benefits, policies and resources in partnership with our Head of Family Advocacy. These initiatives support the retention and progression of working parents;

Manager Education | Continue to invest in equipping managers with the skills and tools required to lead inclusively and effectively, which include eliminating bias in performance processes and enhancing capabilities that drive strong performance management, productivity, and team engagement.



Criterion 1 | Wage gap of comparable position and age



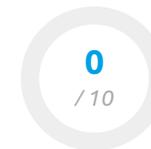
Criterion 2 | Equality in fixed remuneration increase



Criterion 3 | Equality in promotion



Criterion 4 | Women receiving raise upon return from maternity leave



Criterion 5 | Women in top 10 earners

For more information on Morgan Stanley's commitment to inclusion, please visit <https://www.morganstanley.com/about-us/diversity>

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	Weighting	2022 Results	2023 Results	2024 Results	2025 Results
<p>CRITERION 1 Wage gap of comparable position and age. Compares average remuneration earnings between employees who are grouped by age and by corporate title.</p>	40 points	38 Points	33 Points	33 Points	27 Points
<p>CRITERION 2 A comparison of the % of men and women whose fixed remuneration has increased. (excluding promotions)</p>	20 points	35 Points ¹	20 Points	20 Points	20 Points
<p>CRITERION 3 A comparison of the % of men and women who were promoted</p>	15 points	N/A ¹	15 Points	15 Points	15 Points
<p>CRITERION 4 Proportion of women who receive a base increase upon their return from maternity leave (provided that increases have been granted in their absence).</p>	15 points	N/A ²	N/A ²	15 Points	15 Points
<p>CRITERION 5 Number of women among those with the 10 highest salaries – at least 4/10 must be female.</p>	10 points	0 Points	0 Points	0 Points	0 Points
	100	86³	80³	83	77

¹ - In previous years criteria 3 was not evaluated while criteria 2 was given larger weighting (35 points) | ² - No Maternity Leavers in scope for calculation | ³ - Score given based on current score out of 85 (excluding weighting from maternity leave score)